



U.S. Department of Justice
Office of the Deputy Attorney General

Associate Deputy Attorney General

Washington, D.C. 20530

May 3, 1982

MEMORANDUM FOR: See Attached List

FROM: Stanley E. Morris *SEM*
Associate Deputy Attorney General

In order to cover the "incidental" bill from the Xerox Training Center, I am levying \$4.00 for each of you. This will also take care of our three out-of-town guests (Messrs. Silberman, Keating and Proctor). Please send your money to Claudia Peacock, Room 4208.

Many thanks.

William French Smith
Ken Starr
Myra Tankersley
Tex Lezar
Hank Habicht
John Roberts
Carolyn Kuhl
Chips Stewart
Edward C. Schmults
Stanley E. Morris
David D. Hiller
Rudolph W. Giuliani
Jeffrey Harris
J. Paul McGrath
Carol E. Dinkins
William F. Baxter
D. Lowell Jensen
William Bradford Reynolds
Glenn L. Archer
Kevin D. Rooney
Robert A. McConnell
Theodore B. Olson
Jonathan C. Rose
William H. Webster
Lee Colwell
Thomas P. DeCair
Francis M. Mullen, Jr.
Alan C. Nelson
Norman A. Carlson
William P. Tyson
Robert F. Diegelman
William E. Hall
Gilbert G. Pompa
Michael E. Shaheen, Jr.
Benjamin Baer

Washington, D.C. 20530

May 6, 1982

MEMORANDUM FOR: Retreat Participants

FROM: Edward C. Schmults
Deputy Attorney General

The Attorney General and I greatly appreciated your participation at our recent retreat at Leesburg. A number of important problems and initiatives were identified.

I am sure that some of you may have additional suggestions on ways to improve our performance beyond what we discussed at the retreat. The Attorney General and I would appreciate any suggestions, comments or observations that you may have as we begin looking forward to the second year. If you could provide such thoughts by May 15, it would be helpful.

You may recall that Rex Lee suggested that all the senior people in the Department of Justice should be familiar with the publication, "The President, The Attorney General, and The Department of Justice." I am enclosing a personal copy for your use.

Thank you and I look forward to reviewing your ideas on how to continue our progress in the Department of Justice.

Attachment

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Ken Starr
Myra Tankersley
Tex Lezar
Hank Habicht
John Roberts
Carolyn Kuhl
Chips Stewart
Stanley E. Morris
David D. Hiller
Bruce E. Fein
Rex E. Lee
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William P. Tyson
Robert F. Diegelman
William E. Hall
Gilbert G. Pompa
Michael E. Shaheen, Jr.
Benjamin Baer
George Proctor
Francis Keating

Rec of Inter Hand Training Ctr
on Route 7 1031977-8000
Right hand side

Can't miss it —



Office of the Attorney General
Washington, D. C. 20530

April 28, 1982

TO: Department of Justice Retreat Participants
FROM: Hank Habicht *HH*
RE: Revised Retreat Agenda

Attached is the revised agenda for Friday and Saturday's Retreat. Please note in particular that the Retreat will not begin until 1:00 p.m., which will be a luncheon session.

The panels have been structured to address broad areas of interest to the Justice Department leadership. The objective of each panel presentation is to elicit an exchange of comments and concerns from the entire group. Each component head can learn from others' experiences, and the Attorney General hopes that all will participate extensively.

Please advise me of any comments or questions. Many thanks.

Attachment
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TENTATIVE AGENDA

APRIL 30 - MAY 1 DEPARTMENT OF JUSTICE RETREAT

FRIDAY

- 1:00 - 2:00 Lunch
- I. Opening Remarks by the Attorney General
- II. Where We Have Been: A Brief History of the
 Smith Justice Department
- Ken Starr
- 2:00 - 3:30 III. The Justice Department and the Reagan Administration
 A View From the Outside
- Panel: Laurence Silberman
 Frank Keating
 Jon Rose - Moderator
- This panel will give an important perspective
 on how the Reagan Administration and, in particular,
 the Smith Justice Department is perceived by the
 public -- its strengths, its weaknesses and areas
 needing improvements.
- 3:30 - 3:45 BREAK
- 3:45 - 5:00 IV. Developing and Maintaining a Coherent Department
 of Justice.
- Panel: The Deputy Attorney General
 Rudy Giuliani
 Kevin Rooney
 Stan Morris
 Hank Habicht

 The Department of Justice has long been a
 conglomerate of bureaus and divisions that have
 operated largely independently, making control by
 the Attorney General exceedingly difficult. The
 primary management goal of Attorney General Smith
 is to integrate the various components into a
 coherent whole which speaks with one voice both
 publicly and within the interagency process in a
 manner responsive to the overall philosophical
 mandate of the Reagan Administration.

IV. Continued

This discussion will consider the first steps we have taken to achieve an integrated and effective Justice Department as well as the substantial problems that still remain. It will also follow-up on specific suggestions for management improvements made at various meetings with the Attorney General over the past several months.

Finally, the discussion will focus on the coordinating roles of the Office of the Attorney General, the Office of the Deputy Attorney General, the Office of the Associate Attorney General, the Office of Legal Policy, the Office of Legislative Affairs, and the Office of Public Affairs.

7:30

DINNER

V. The Press and the Department: How Can We Improve the Way in Which We are Perceived?

Panel: Tom DeCair - Moderator
Tex Lezar
John Roberts

A critique of our activities thus far in dealing with the press. Suggestions for improvements, including the development of press plans, e.g., formulating strategies as to press interviews (frequency, types of journals, and the like).

SATURDAY

10:00 - 11:00

VI. Federalism: Contributing Toward the Goal of Restoring the Balance Between Washington and the States.

A. The Federal Role in Criminal Law Enforcement.

Panel: William Webster
Bud Mullen
George Proctor
Lowell Jensen - Moderator

This panel will focus on federal law enforcement and its impact on states and localities. The discussion will center on the necessity for coordination of the activities of federal enforcement agencies so that they may work effectively with the states. Specific reference will be made

VI. Continued

to the experience with law enforcement coordinating committees and the conference between FBI special agents and selected U.S. attorneys in Reston earlier this month.

11:00 - 11:15 BREAK

11:15 - 12:00 B. The Federal Role in Civil Litigation and Dispute Resolution: Working with the States and Localities

Panel: Brad Reynolds
Carol Dinkins
Gil Pompa
Paul McGrath - Moderator

This panel will consider our efforts to assist client agencies in implementing the Administration's federalism program. It will also address the practical aspects of the changes by the Department in its ways of dealing with disputes with states and local communities. How have these changes been received? Are further changes in other areas required?

12:00 - 1:00 LUNCH

1:00 - 2:00 VII. The Role of the Department of Justice Within the Federal Government.

Panel: Rex Lee - Moderator
Ted Olson
Bill Baxter
Glenn Archer
Jon Rose

The Department of Justice stands in a unique position within the Executive Branch and among the three branches of federal government generally. This panel will discuss the appropriate role of the Department in defending the authority of the Executive, curbing judicial activism, and advancing Administration policy initiatives through, for example, its litigation and law enforcement activities.

The discussion will consider administration policy objectives and the tension between policy goals and existing precedent. It will also address the question of who is the client, *i.e.*, the institution (DOJ), the Administration, or the public in particular situations where the Department renders legal representation or advice.

2:00 - 3:00 VIII. Congressional Relations and the Need for
Statutory Reform.

Panel: Bob McConnell - Moderator
 Alan Nelson
 Jeff Harris

The discussion will consider our most important legislative efforts and their impact upon the Department's operations. The discussion will focus especially on the ways and means of handling pending legislation, and what must be done in the coming months to achieve our legislative program.

3:00 - 3:30 IX. Summing Up.



U.S. Department of Justice
Office of the Deputy Attorney General

Associate Deputy Attorney General

Washington, D.C. 20530

April 16, 1982

MEMORANDUM FOR: Participants
Department of Justice Retreat

FROM: Stan Morris
Associate Deputy Attorney General

SUBJECT: Department of Justice Retreat

As you know, the Department of Justice Retreat is scheduled for 10 a.m., Friday, April 30 through Saturday, May 1 at 4:30 p.m.

The retreat is being held at the Xerox International Training Center in Leesburg, Virginia. The Training Center is 30 miles Northwest of Washington, D.C. on Route 7.

Jon Rose will be forwarding the agenda and related materials in advance of the conference.

The Xerox Training Center has a Fitness and Recreational Center to which you will have access. Four tennis courts have been reserved for Friday evening from 5 p.m. to 7 p.m. and Saturday morning from 8 a.m. to 10 a.m. If you are interested in playing please fill out the attached form and return to Claudia Peacock before COB Monday, April 26.

Also attached is a form which will help to accommodate those who will need transportation. I would appreciate it if you would fill out this form so that the necessary transportation can be arranged.

Funds to cover the cost of the retreat will be transferred from your organization to the Office of the Deputy Attorney General in the estimated amount of \$88.00 per participant. Please have your administrative officer call Jean Reecer with your appropriation code and document control number.

Thank you for your help. If you have any logistical questions, please call Claudia or me.

Attachments

Conference Participants:

William French Smith
Ken Starr
Myra Tankersley
Tex Lezar
Hank Habicht
John Roberts
Carolyn Kuhl
Edward C. Schmults
Stanley E. Morris
Bruce E. Fein
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Norman A. Carlson
William P. Tyson
Robert F. Diegelman
William E. Hall
Gilbert G. Pompa

TRANSPORTATION FORM

NAME: _____

- Will provide own transportation
- Will need transportation provided
- Will provide transportation for others,
if necessary

TENNIS FORM

NAME: _____

Interested in playing tennis on:

Friday evening, April 30

Saturday morning, May 1

Both days

Please check one:

Advanced Player

Advanced Intermediate Player

Intermediate Player

Advanced Beginning Player

Check Preference:

Singles

Doubles

TENTATIVE AGENDA FOR APRIL 30 DEPARTMENT OF JUSTICE RETREAT

10:00 I. Opening Remarks by the Attorney General.

10:05 - 10:20 II. Where We Have Been: A Brief History
of the Smith Justice Department

Ken Starr

10:30 - 12:00 III. The Justice Department and the Reagan
Administration: A View From the Outside

Panel: Laurence Silberman
Bryce Harlow
Moderator: Jon Rose

This panel will give an outsider's perspective on how the Reagan Administration and, in particular, the Smith Justice Department is perceived by the public--its strengths, its weaknesses and areas needing improvement.

12:00 - 1:00 Lunch

1:00 - 2:15 IV. Federalism: Contributing Toward the
Goal of Restoring the Balance
Between Washington and the States.

A. The Federal Role in Criminal
Law Enforcement.

Panel: William Webster
Lowell Jensen
George Proctor
Norm Carlson
William Tyson
Moderator: Rudy Giuliani

This panel will focus on law enforcement operations of the Justice Department and their impact on states and localities. The discussion will center on how the necessity for coordination of the activities of federal enforcement agencies so that they may work effectively with the states. Specific reference will be

made to the experience with law enforcement coordinating committees and the conference between FBI special agents and selected U.S. attorneys in Reston earlier this month.

2:15 - 3:15

B. The Federal Role in Civil Litigation and Dispute Resolution: Working With the States and Localities.

Panel: Brad Reynolds
Carol Dinkins
Gil Pompa
Moderator: Paul McGrath

This panel will consider our efforts to assist client agencies in implementing the Administration's federalism program. It will also address the practical aspects of the changes by the Department in its ways of dealing with disputes with states and local communities. How have these changes been received? Are further changes in other areas required?

3:30 - 4:30 V.

The Role of the Lawyer as Public Servant.

Panel: Ted Olson
Bill Baxter
Jon Rose
Moderator: Rex Lee

This panel will discuss the role of existing law, precedent and administration policy in carrying out enforcement and other departmental responsibilities and initiatives. The discussion will consider administration policy objectives and the tension between policy goals and existing precedent. It will also address the question of who is the client, *i.e.*, the institution (DOJ), the Administration, or the public in particular situations where the Department renders legal representation or advice.

4:30 - 5:00 VI. The Press and the Department: How Can we Improve the Way in Which We are Perceived?

Tom DeCair
Tex Lezar

A critique of our activities thus far in dealing with the press. Suggestions for improvements, including the development of press plans, e.g., formulating strategies as to press interviews (frequency, types of journals, and the like).

[END OF FIRST DAY]

10:00 - 11:00 VII. The Need for Statutory Reform.

Panel: Bill Webster
Bob McConnell
Jeff Harris
Moderator: Lowell Jensen

The discussion will consider our most important legislative efforts, including the Criminal Code, the Exclusionary Rule bill, the Voting Rights Act, and our proposed reforms to the Habeas Corpus statutes and the Freedom of Information Act. The discussion will focus especially on the current status of pending legislation and what we must do in the coming months to achieve our legislative program.

11:00 - 12:30 VIII. A Coherent Department of Justice.

Panel: The Deputy Attorney General
Rudy Giuliani
Ken Starr
Hank Habicht
Stan Morris

The Department of Justice has long been a conglomerate of bureaus and divisions that have operated largely independently, making control by the Attorney General exceedingly difficult. The primary management goal of Attorney General Smith is to integrate the various components into a coherent whole which speaks with one voice both publicly and within the interagency process in a manner responsive to the overall philosophical mandate of the Reagan Administration.

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12:30 - 1:00 IX. Summing Up

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Not Tension -

{ Ken Starr }
{ prison }

Fed + St. enforcement in many areas

That tension becomes particularly strained in c.r. area

It need not be that way

Enforcement will always be there - but ~~the role of the~~
philos. ~~the role of the~~ Fed Gov't
should step in only when a St. Gov't falls
down in its response.

14th Amend not adopted to remove St + local
enforcement of c.r. interests } E.P.
Sup.
Comments

In past, CR Div + CR Units have
"start first and extend justice later"

All that has accomplished is to heighten
tension

I. New philos is to combine to ferret out possible
violations -- NOT to turn one back - prob., but ... - negot.

But the Fed Gov't's response is performed
for more effectively if we undertake to
work things out w/ local authorities

[Medication
consultation
or prison
step]

- * Burg
- * Pffin Act
- * Justice Persons Act - Prim Overriding (Ruiz)
- * Voting (?)
- * (Crim Process

II. Other Agencies Sec 504 - direct agencies
CR Units } Prob - overkill
EEOC }
OFCCP } Don't recog. St. interest
H&W(?) }

- I. Perception of Inequality
- Disrespect of Gov't
- Disparaging Incident
- II. X - Disparaging



U.S. Department Justice
Office of the Deputy Attorney General

3-6

Associate Deputy Attorney General

Washington, D.C. 20530

April 16, 1982

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Associate Deputy Attorney General

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TENNIS FORM

NAME: _____

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- Saturday morning, May 1
- Both days

Please check one:

- Advanced Player
- Advanced Intermediate Player
- Intermediate Player
- Advanced Beginning Player

Check Preference:

- Singles
- Doubles